

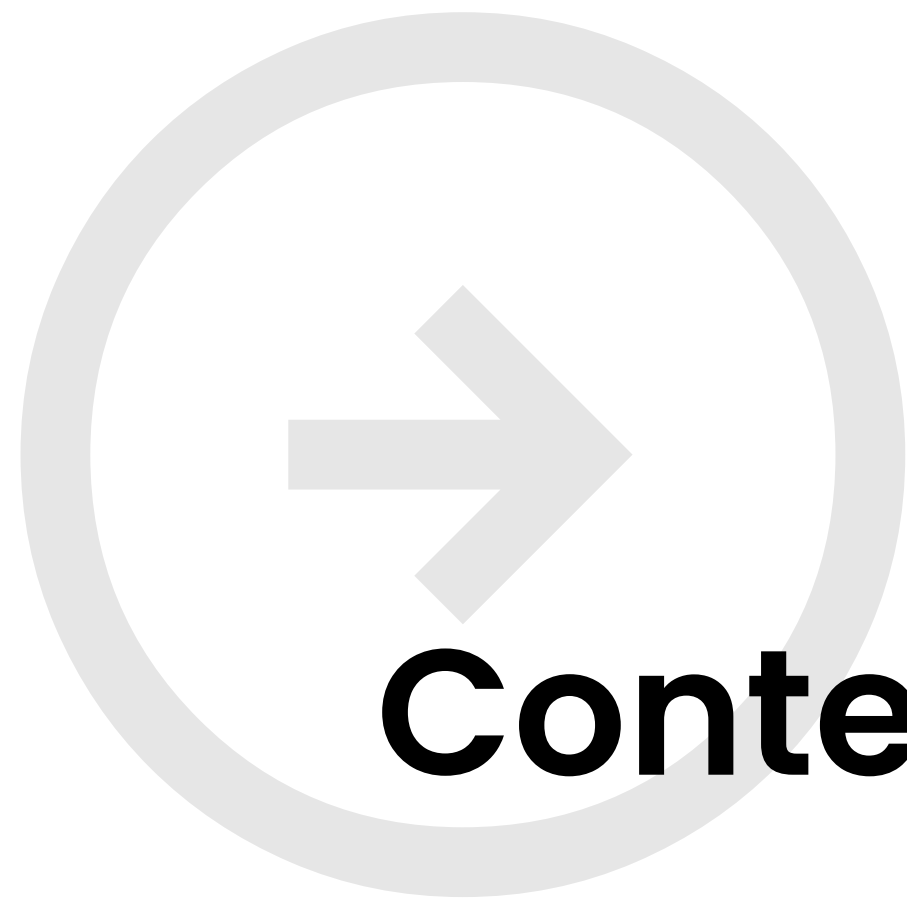


Build vs. Buy

Isn't a Decision —

It's a Strategic Discipline

A modern framework for evaluating, acquiring, and evolving software capabilities for enterprise growth.



Contents

<i>1. Strategic Framing – It's Not Binary</i>	<i>1.</i>
<i>2. Define the Right Capabilities to Buy</i>	<i>2.</i>
<i>3. Focus on Cross-Functional Evaluation</i>	<i>4.</i>
<i>4. Technical Rigor – Non-Negotiable's</i>	<i>6.</i>
<i>5. Vendor Evaluation Framework</i>	<i>8.</i>
<i>6. Proof of Concept (POC)</i>	<i>10.</i>
<i>7. ROI & TCO Forecasting</i>	<i>12.</i>
<i>8. Implementation & Re-Evaluation</i>	<i>14.</i>
<i>9. Action-ability, Authority & Forward-Looking Strategy</i>	<i>16.</i>
<i>10. Next Steps</i>	<i>18.</i>



Strategic Framing – It's Not Binary

Build vs. Buy is a
Capability, Not a Choice.
The question isn't "Which
is cheaper?"—it's

*"What creates sustainable
strategic advantage?"*

Ask yourself:

- Will this system help us compete uniquely?
- Are we ready to conform to a vendor's roadmap?



Define the Right Capabilities to Buy

Separate Value-Creating
Capabilities from Utility
Functions



Don't just ask what to build or buy— but why.

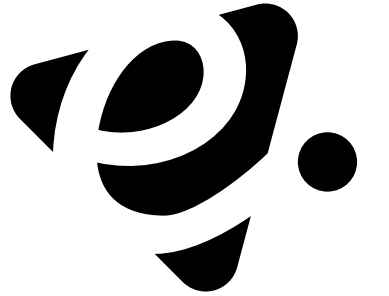
Tools like Wardley Mapping help position capabilities along a spectrum from novel to standardized.

1. **Commodities** should be bought and integrated quickly.
2. **Differentiators** deserve more investment and ownership.
3. **A Bounded Buy approach**—buying only specific modules or layers can avoid vendor lock-in while accelerating delivery.

Don't scope solutions too broadly. A single platform may contain both commodity and differentiating components—treat them accordingly.

Focus on Cross- Functional Evaluation

Smart Decisions Require
Diverse Perspectives



What to prioritize:

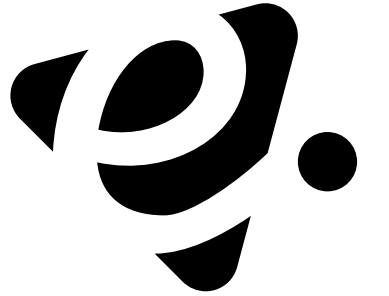
1. Must-have features over laundry lists
2. The real needs of users and developers, not what vendors promise
3. Developer experience, including APIs, documentation, and version control

The best software evaluations happen when Finance, Product, Engineering, IT, and Compliance are all at the table.

"A system that's great for users but a nightmare for engineers will fail quietly—over time."

Technical Rigor – Non-Negotiables

Functionality $\neq$ Fitness



Where to start

with you checklist of non-functional requirements:

1. Availability and uptime guarantees
2. Compliance with SOC2, ISO, PCI
3. Disaster recovery, SSO, and audit trails
4. Ease of integration with your existing infrastructure



"A system that's great for users but a nightmare for engineers will fail quietly—over time."

Vendor Evaluation Framework

You're Picking a Partner,
Not Just a Product



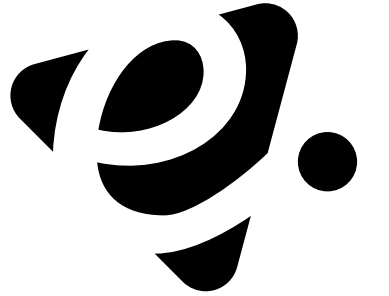
Nine dimensions to evaluate vendors:

1. Roadmap trajectory
2. Willingness to take customer input
3. Financial and operational stability
4. Size and adaptability
5. Technical and architectural alignment
6. Shared cultural values
7. Transparency and openness
8. Access to engineering talent or advisors
9. SLA-backed support quality

Pro tip: Don't over-index on analyst reports. Emerging players may be more aligned with your pace of change.

Proof of Concept (POC)

Validate Before You
Commit



POC where theory meets reality.

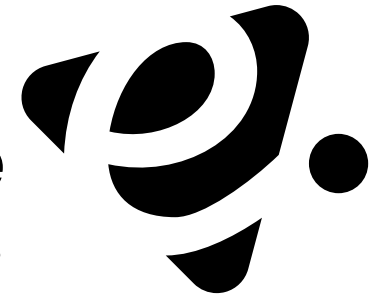
Why use real business cases?

1. Test APIs, performance, and developer integration
2. Validate edge cases and future growth scenarios
3. Surface hidden costs or limitations early

This is your chance to see how responsive the vendor is when things don't go as planned.

ROI & TCO Forecasting

Own the Model, Own the
Outcome



How to own the total cost model

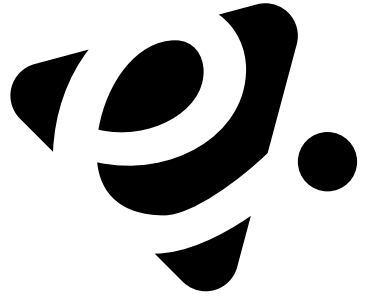
1. Licensing, implementation, and enablement
2. Operational support, integrations, and upgrades
3. Flexibility and exit strategies if the product no longer serves

Include strategic obsolescence in your forecasting. Tech landscapes change
fast—plan accordingly.



Implementation & Re-Evaluation

Think in Loops, Not Lines



Treat Capability Fit as a Living Question

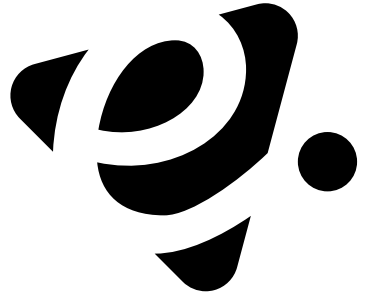
Even the best solutions degrade over time—because needs, teams, and market pressures change.

Schedule periodic reviews of every major vendor solution:

1. Are we still getting value?
2. Has the market evolved?
3. Can we now internalize a capability to drive differentiation?

Actionability, Authority & Forward- Looking Strategy

Capability over Decision



Conclusion

This isn't just a procurement decision, it's a strategic capability that separates adaptive enterprises from the rest. Organizations that make this a disciplined, recurring practice are better equipped to balance innovation with operational efficiency.

*In uncertain markets, flexibility is your strongest asset.
In high-change environments, clarity is your advantage.
In tech strategy, "build vs. buy" is both.*

Next Steps

Further Reading & Contact

To explore how organizations are adapting their security frameworks for modern delivery, visit:

www.eblocks.co.za/publications

For enterprise advisory and transformation support,
contact our team at
solutions@eblocks.co.za